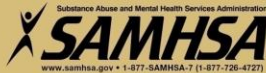


Behavioral Health is Essential To Health

Prevention Works

Treatment is Effective

People Recover



Implementation Strategies for Integration in the Current Healthcare Landscape

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Implementation Strategies for Integration in the Current Healthcare Landscape

Lessons from Implementation Science that Help You Get Where You Need to Go



Disclaimer

The views, opinions, and content expressed in this presentation do not necessarily reflect the views, opinions, or policies of the Center for Mental Health Services (CMHS), the Substance Abuse and Mental Health Services Administration (SAMHSA), the Health Resources and Services Administration (HRSA), or the U.S. Department of Health and Human Services (HHS).



Objectives

1. Define *implementation* and *implementation science*
2. Understand the *implementation gap*, its relation to treatment fidelity, and its effects on patient outcomes
3. Describe *strategies* from implementation science research to assist with organizational changes and promote the best patient outcomes

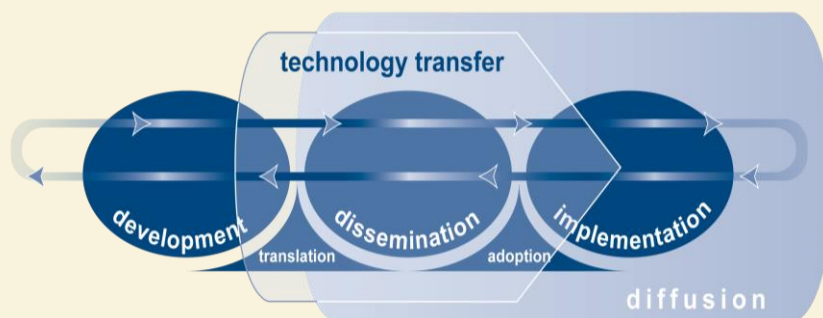


Implementation and Implementation Science





ATTC Network Model of the Innovation Process



ATTC Technology Transfer Workgroup, 2011,
Journal of Substance Abuse Treatment



Implementation



- Incorporating an innovation into routine practice
- Includes a range of strategies to address individual, organizational, and systemic characteristics (e.g., skills training, administrative buy-in, policy changes)

ATTC Technology Transfer Workgroup, 2011,
Journal of Substance Abuse Treatment

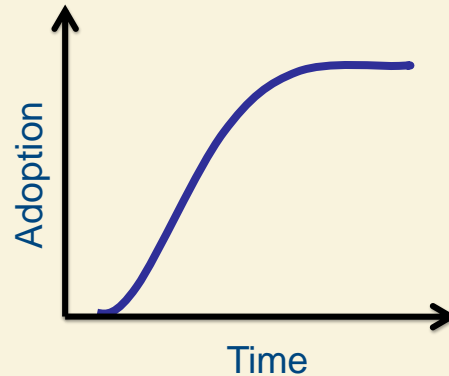
A Brief History of the Field



Everett M. Rogers

Diffusion of Innovations

- 1st edition, 1962 - 5th edition 2003
- Popularized adoption curve
- Focused on diffusion up to decision to adopt
- Identified attributes of innovation that affected adoption



Implementation Science

- **Combines research across fields**
 - *Rural sociology*
 - *Public health*
 - *Communication & marketing*
 - *Evidence-based medicine*
 - *Organizational change*
- **Studies what strategies can help most efficiently implement innovations and evidence-based practices**

Greenhalgh et al., 2004



Implementation Science

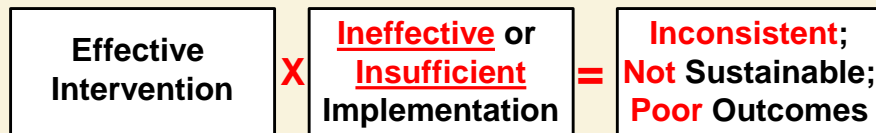
- **Multiple models and terms**
 - *CFIR – Consolidated Framework for Implementation Research (Damschroder et al., 2009)*
 - *Implementation Framework (Fixsen et al., 2005)*
 - *RE-AIM - Reach, Effectiveness, Adoption, Implementation, and Maintenance (Glasgow et al., 2001)*
 - *TCU Program Change Model (Simpson & Flynn, 2007)*
- **Popular interest: *The Tipping Point* by Malcolm Gladwell**



The *Implementation Gap*, Its Relation to Treatment Fidelity, and Its Effects on Patient Outcomes



The Implementation Gap



State Implementation & Scaling-up of Evidence-based Practices Center
<http://sisep.fpg.unc.edu/>



The Implementation Gap Can Lead to False Conclusions

- **Martinson report (1974)**
 - Reviewed research on offender rehabilitation interventions
 - Concluded there were no effective interventions (e.g., psychotherapy, vocational training, work release)
- **Panel on Research on Rehabilitative Techniques (Sechrest, White, & Brown, 1979)**
 - Only parts of most interventions were implemented, rather than the whole intervention
 - Evaluation of the interventions was not rigorous
 - Martinson's interpretations were premature and unjustified



What Works

IMPLEMENTATION

INTERVENTION		Effective	NOT Effective
	Effective	<ul style="list-style-type: none"> • Performance Implementation (High Fidelity) 	<ul style="list-style-type: none"> • Paper Implementation • Procedure Implementation (Low Fidelity)
	NOT Effective		

Fixsen & Blase, 2008



Implementation Gap Example: Assertive Community Treatment (ACT)

- Treating patients with mental health and substance use disorders using a multi-disciplinary team

	Strong Implementation (High Fidelity) ACT team	Weak Implementation (Low Fidelity) ACT team
Treatment Drop-outs	15%	30%
Substance Use in Remission	55%	13%
Hospital Admissions	2.87	4.69

McHugo et al., 1999



Implementation Gap → Fidelity → Outcomes

Fidelity: How closely an implemented intervention matches the original



Adapted from Wendy Hausotter



Fidelity Case Study: OREOs



What are the key characteristics of this “model” cookie?

Adapted from Wendy Hausotter



Which of These Represents Fidelity to the Original Model?



Active Ingredients or Core Components

Recipe

- Program structure (e.g., sequence of sessions)
- Program content (e.g., concepts or skills)
- Method of delivery (e.g., group, individual)

Core components must be implemented precisely as intended to achieve demonstrated outcomes.



Adapted from Wendy Hausotter

If You Cook Up Your Own Model...

Does it produce the desired outcome?
How would you know?



Adapted from Wendy Hausotter



Implementation Gap/Fidelity Example: Effect on Recidivism in 509 Juvenile Justice Studies

Number of favorable features	Distribution of programs	Percentage reduction in recidivism	
0	7%	+12	
1	50%	-2	The more features, the lower the recidivism
2	27%	-10	
3	15%	-20	
4	2%	-24	

Average Practice

Dennis, 2016; as adapted from Lipsey, 1997, 2009



Monitoring Fidelity – Quality Assurance

Methods

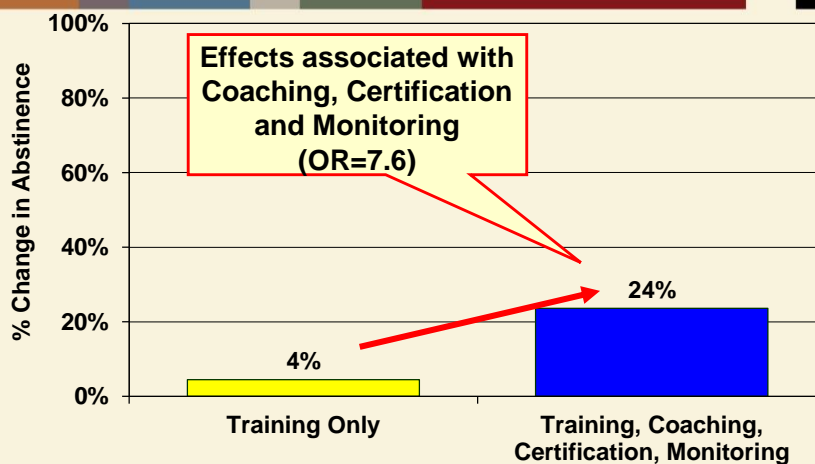
- *Observation (audio, video, in-person) - BEST METHOD*
- *Practitioner completed checklists*
- *Patient ratings*

Monitoring fidelity promotes fidelity!



Adapted from Wendy Hausotter

Impact of Monitoring Fidelity/Quality Assurance on Patient Outcomes: Adolescent Community Reinforcement Approach (A-CRA)



Dennis, 2016: CSAT 2008 SA Dataset subset to 6 Month Follow up (n=1,961)



“First do it right,
then do it differently.”

Blase and Fixsen (2005)



Implementation Science *Strategies* to Get You Where You Need to Go

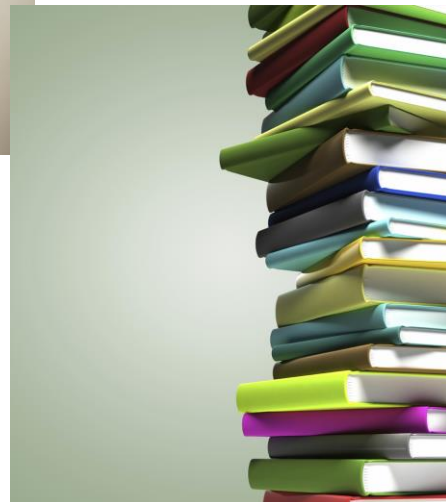




**Difficult to Change
Practice and Make
it Stick (Routine)**



“Passive approaches
are generally ineffective
and unlikely to result in
behavior change”
(Grimshaw, 2001)

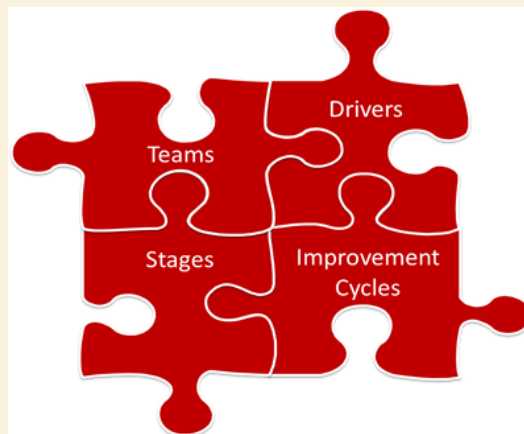




“Train and hope” doesn’t work either (Stilen, 2013)



Use Implementation Science to Create Successful Change



<http://sisep.fpg.unc.edu/learning-zone/science-of-implementation/>



Create a Successful Implementation Team



Create a Successful Implementation Team

- **Organizational Sponsor**
 - Leads implementation effort, appoints Change Agent
 - Acts as a mentor to maintain enthusiasm
 - Problem-solver, assists Change Agent and Team



Create a Successful Implementation Team

- **Organizational Sponsor**
- **Change Agent**
 - Overall responsibility for implementation and planning
 - Supervisory position with responsibility and authority to implement policy and programmatic changes
 - Recognized/respected for leadership, organizational savvy, and persistence

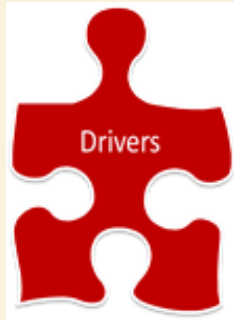


Create a Successful Implementation Team

- **Organizational Sponsor**
- **Change Agent**
- **Implementation Team**
 - Comprised of staff from all levels/roles
 - Administrative, Supervisory, Support, Technical, IT
 - Patients and clients
 - Meets regularly
 - Reviews implementation planning



Implementation Drivers



- Key elements to address
 - Capacity
 - Infrastructure

<http://sisep.fpg.unc.edu/learning-zone/science-of-implementation/>



Training Alone is Never Enough



Study of implementing new education practices in the classroom.

TRAINING COMPONENTS	OUTCOMES (% of Participants)		
	Knowledge	Skill Demonstration	Use in the Classroom
Theory and Discussion	10%	5%	0%

Joyce & Showers, 2002.
Designing Training and Peer Coaching: Our needs for learning, VA, USA, ASCD

Training Alone is Never Enough



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..+Demonstration	30%	20%	0%

Joyce & Showers, 2002,
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..+ Practice & Feedback	60%	60%	5%

Joyce & Showers, 2002,
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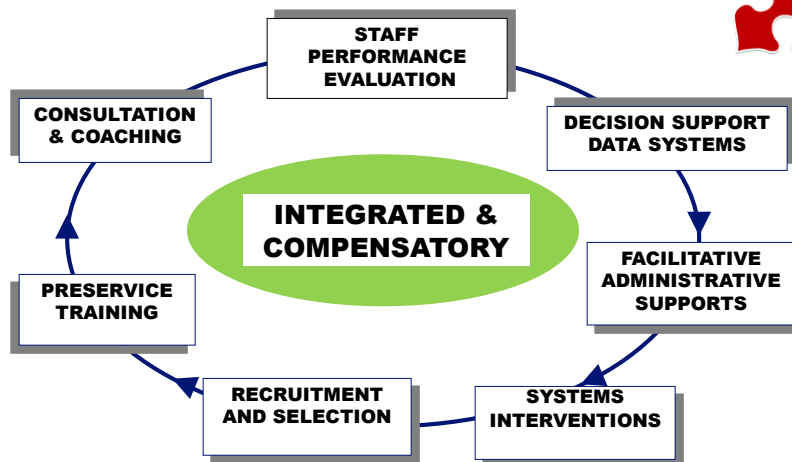


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	Knowledge	Skill Demonstration	Use in the Classroom
Theory and Discussion	10%	5%	0%
..+Demonstration	30%	20%	0%
..+ Practice & Feedback	60%	60%	5%
..+ Coaching in Classroom	95%	95%	95%

Joyce & Showers, 2002,
Designing Training and Peer Coaching: Our needs for learning, VA, USA, ASCD

Implementation Drivers



Must be addressed for successful implementation

Implementation Research, Fixsen et al., 2005; <http://nirn.fpg.unc.edu/>

Use Implementation Drivers to Develop an Implementation Plan



Implementation Driver	Implementation Steps	Staff	Deadline
Recruitment/ Staff Selection			
Decision Support Data Systems			
Training			

Use Implementation Drivers to Develop an Implementation Plan



Implementation Driver	Implementation Steps	Staff	Deadline
Recruitment/ Staff Selection	Implementation Team		
	1. Finalize Implementation Team	Change Agent	11/11
	2. Meet every 2 weeks through March, then re-evaluate	Team	11/18
Decision Support Data Systems	EMR		
	1. Determine issues and system limits with EMR What if only some items are completed? Can all staff complete the screener?	Admin & IT staff	11/15 initial report
Training	Targeted training needed for all levels of staff		
	1. Education for nurses on all shifts	Health coach supervisor	11/18

Improvement Cycles

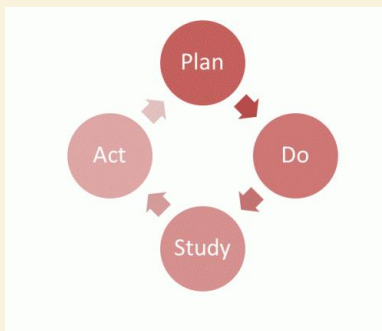


- Manage change
- Keep the focus on what is working

<http://sisep.fpg.unc.edu/learning-zone/science-of-implementation/>



Improvement Cycles



Plan: Plan the change using the implementation plan

Do: Make the change

Study: Evaluate what happened

Act: Continue or go back to planning



Implementation Stages

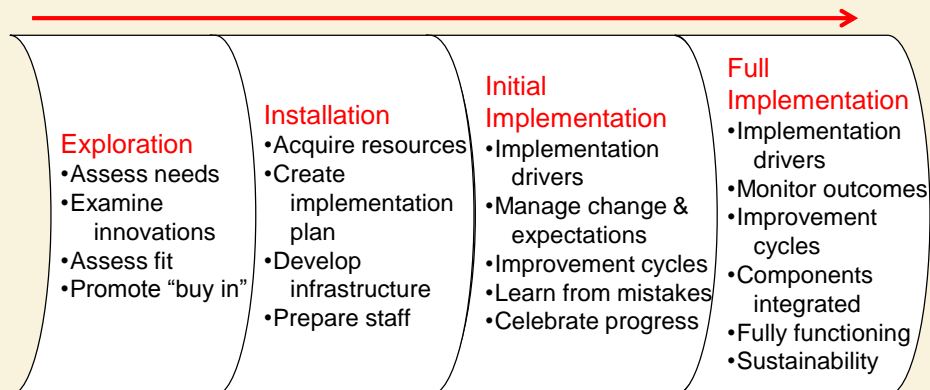
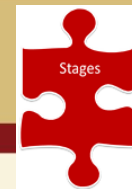


- Multiple stages to every change
- Several months to years

<http://sisep.fpg.unc.edu/learning-zone/science-of-implementation/>



Implementation Stages

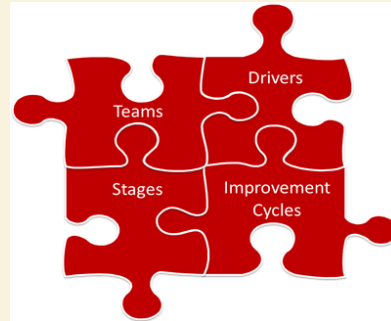


From: <http://sisep.fpg.unc.edu/learning-zone/science-of-implementation/>



Use Implementation Science to Create Successful Change

- **Teams**
 - *Build an implementation team*
- **Drivers**
 - *Training alone is never enough*
 - *Detailed implementation plan*
- **Improvement Cycles**
 - *PDSA cycles*
- **Stages**
 - *Implementing new practices takes months to years*
 - *Recognize the change process*



<http://sisep.fpg.unc.edu/learning-zone/science-of-implementation/>



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Behavioral Health is Essential To Health



Prevention Works

Treatment is Effective

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